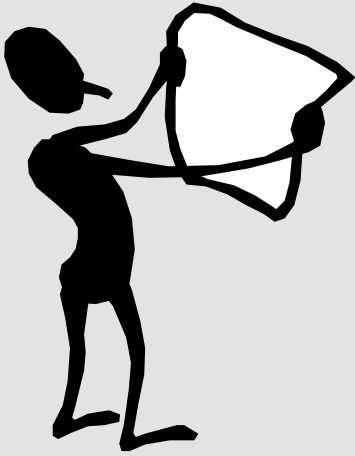




“Planning today for a better and brighter tomorrow.”

- Chris Garcia, City of San Antonio Neighborhood Planner



Who are stakeholders?

- Residents (property owners and renters)
- School officials
- Religious institutions
- Community groups
- Business owners and representatives

This section will be most helpful to those neighborhoods in the process of creating a neighborhood plan and describes how to develop goals, objectives and action steps. Generally, community stakeholders and citizens are divided into work groups to focus on the three issues: Heart of the Neighborhood, Getting Around Town/Rebuilding our Infrastructure, and Community Places Where We Play, Gather and Learn. The Heart of the Neighborhood group would focus on discussing land use, economic development, employment and housing issues. The Getting Around Town group focuses on transportation networks, streets, and maintenance issues. Community Places Where We Gather Play and Learn focuses on community facilities, school and community appearances, and health and safety. Based on the following examples, each work group will produce goals, objectives and action steps for their issue. Although indicators for each goal or objective are not necessary, the development of such indicators are outlined in this section. *(See page 7-5 for more information on indicators)*



Goals

Goals are generalized, broad or overarching statements identifying what a neighborhood wants to accomplish. Goals should be clear, concise, and realistic. Goals should include a vision of community desires for the future. The neighborhood's goals should be representative of ideas and values expressed throughout the public input process.

When formulating goals, ask the following questions:

1. What would we like our neighborhood to look, feel, and be like in the future?
2. What type of neighborhood would we like to leave for our children?

Example of a Goal:

Coordinate with the City of San Antonio and local transportation providers to ensure a safe, efficient, well-maintained, and aesthetically appealing transportation system.

Objectives

Objectives are more specific and further well-defined than goal statements. Objectives state what the neighborhood must do in order to satisfy their stated goal or vision for the planning area. Objectives should be listed in the plan in priority order.

Example of an Objective:

Restore the pedestrian-friendly neighborhood environment by creating a pedestrian network that is safe, aesthetically appealing and effective.

Action Steps

Action Steps are the actual tasks that need to be accomplished in order to achieve the neighborhood's goals and objectives. A plan will be considered a much stronger document if the neighborhood developed action steps are

SMART:

Specific – What is to be achieved? Who or what is expected to change and by how much? When is the change to occur? Who is responsible for taking the lead? What partnerships need to be fostered in order to achieve the desired outcome?

Example of a specific action step:

Action Step: *Develop a long-term pedestrian facilities plan that creates a neighborhood network, identifies gaps and provides implementation measures.*

Timeline: *Long (6 or more years)*

Lead Partner: *Neighborhood Associations*

Proposed Partnerships: *City Public Works Department, City Council Representative*

Proposed Funding Sources: *Economic Development Administration (EDA), Capital Improvement Funds, Bond Issue, Community Development Block Grant (CDBG)*

Example of a vague action step:

Improve walkability within the neighborhood to ensure transportation options exist.



Pedestrian facility

M easurable – Can the information in your action step be collected, detected, or obtained from records?

Example of a measurable action step:

Action Step: *Develop an educational partnership at XYZ High School to offer scholarships to every child who maintains at least a B average and 95% attendance.*

Timeline: *Long (6+ years)*

Lead Partner: *Neighborhood Assn. Outreach Committee, XYZ Independent School District*

Proposed Partnership: *Area businesses, Churches, Professional Organizations*

Proposed Funding Sources: *XYZ Independent School District PTA fundraising efforts*

Example of action step difficult to measure:

Strengthen the neighborhood involvement with schools.

Achievable – Can your action steps really be met? Are your proposals realistic?

Example of an achievable action step:

Action Step: *Identify condition and significant building characteristics of all commercial structures in the plan area.*

Timeline: *Short (1-2 years)*

Lead Partner: *Neighborhood Associations, Planning Dept.*

Proposed Partnerships: *City Volunteer Corp, San Antonio College*

Proposed Funding Sources: *Volunteer labor*

Example of action step that is difficult to achieve:

Rehabilitate all old commercial buildings to rent out to new tenants.



Neighborhood commercial business

Rellevant to the larger goal and/or objective – do the action steps reflect the neighborhood's desired accomplishments?

Example of action step that is relevant to the larger goal and/or objective:

Objective: *Attract new neighborhood-friendly, locally owned, sustainable businesses that will address our daily needs, build on our current base and bring new vitality to the neighborhood's commercial centers.*

Action Step: *Identify the planning area's existing business. Collect and analyze data.*

Timeline: *Short (1-2 years)*

Lead Partner: *Community Associations*

Proposed Partnership: *City's Neighborhood Commercial Revitalization Program*

Proposed Funding Sources: *minimal cost*

Example of a action step that is irrelevant to the larger goal:

Objective: *Attract new neighborhood-friendly, locally owned, sustainable businesses that will address our daily needs, build on our current base and bring new vitality to the neighborhood's commercial centers.*

Action Step: *Study school pedestrian crossings*

Timed – Do the action steps include a timeframe during which they will be achieved? Timeframes can help create the motivation needed to meet a commitment by setting a deadline for initiating or implementing a project.

Example of a timed action step:

Action Step: *Develop a Neighborhood Watch Group*

Timeline: *Short (1-2 years)*

Lead Partner: *Neighborhood Action Group*

Proposed Partnerships: *City's Neighborhood Commercial Revitalization Program*

Proposed Funding Sources: *no cost*



Working in workgroups



Neighborhood street

More than one action step usually is needed to satisfy a particular goal or objective. Some action steps may need to be satisfied first before others can be started. Other action steps may be worked on simultaneously. For implementation purpose, action steps should be listed in the plan in order of priority.



Indicators

Indicators are a measurement tool - another way of saying "how much," "how many" or "what size". Have you ever set a goal for something you really wanted? Perhaps you want to buy a car. The amount of money in the bank is the indicator. Covering the cost of the car is the goal. Indicators are used to help determine if progress is being made towards the neighborhood's goals. National examples of indicators include the consumer price index, the number of highway-related fatalities and the national unemployment rate. Each section of the plan should have at least one indicator to help the neighborhood determine progress towards plan implementation.

Selection of an indicator needs to be carefully considered to ensure that the indicator:

1. measures what the group is interested in achieving,
2. is easily collectable (*Do you have a source of information that can be updated annually? every three years? five years?*), and
3. carefully considers whether to measure the people themselves (i.e. number of persons, percentage of population in poverty) or the geographic area (*i.e. number of employers, accessibility of supermarkets*).

Example of an indicator:

Indicator: *Number of vacant lots in planning area*

Baseline: *45 vacant lots as of January 2000*

The plan implementation group can publicize the review of their indicators annually present to the community the progress made towards neighborhood goals.